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AUTHOR Parnell, Dale
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ABSTRACT

This document contains a review of the goals of the San Diego Community College District for 1975-76 and the progress that has been made to date in accomplishing those goals. Broad categories reviewed include stabilization and improvement of the environment for teaching and learning, systematization of management efforts, the search for new sources of revenue, staff relationships, the search for more effective communication, securing community support, and solidifying the institutional philosophy. In addition, revised goals for the District for 1976-77 are enumerated. A list of reports presented to the Board of Trustees during 1975-76 and an analysis by function of the actual and ideal time allocation of the District Chancellor are appended. (JDS)

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ANNUAL REPORT OF THE CHANCELLOR

April 13, 1976

SAN DIEGO COMMUNITY COLLEGE DISTRICT

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3375 CAMINO DEL RIO SOUTH
SAN DIEGO, CA. 92108

JC 770 206

ANNUAL REPORT
OF THE CHANCELLOR

APRIL 13, 1976

Some of the best social philosophy of our day is contained in the comic strip "Peanuts." On one occasion, Charlie Brown, wearing a baseball hat, was talking with what the sociologists would call his peer-group, and said,

> "You know what our team lacked last year? It lacked organization! Well, this year it's going to be different! I've written down the name of each player and what position he plays, and I've attached the papers to a clip-board...and if that isn't organization, I don't know what is."

I'm not sure writing things down improved the play of the team members, but this year we too have begun to write things down...we hope not in a way like the sarcastic slogan somebody coined about the Quartermaster Corps: "Government property is issued in order that a proper record may be kept thereof."

Clarifying goals and purposes may be the most important task of any leader or administrator in a public service agency. We are deep into developing an educational master plan for the San Diego Community College District. However, it is wise to remember that the best laid plans still require people's understanding and support. Professor James McCamey of the University of Wisconsin has said, "A plan of organization is like a plan for a house. Neither the planner nor the architect can predict how people will behave inside the structure...an eccentric homeowner can use the dining room for an aviary and fill the bathtub with alligators." This is true of any organization. An organization is made up of people and San Diego Community College District is fortunate to have quality people that can make almost any organization work well.

The job of a chancellor of a multi-college district is accomplished not by his authority or particular position but by four kinds of attitudes:

1. His understanding of the web of tensions of which he is a part.
2. His consciousness of a responsibility to the public interest.
3. His sense of vision about the community college potential.
4. His unwarranted optimism about the future.

A chancellor's key job is not to make peace within the organization, but to direct the natural warfare, the natural energy of tension among disparate parts in pursuit of the system's purposes. Some of the strands in our "web of tensions" are:

1. Stadium Plaza vs. Colleges or Centers
2. Affirmative Action Programs
3. Day Colleges vs. Evening College
4. New units - Miramar College and Educational Cultural Complex Competition for Funds
5. Adult Centers vs. Colleges
6. State Legislation Funding Cap and Limit
7. Policy-making vs. Administration
8. Need for more information vs. too much information
9. Need for more communications and participation vs. too many meetings -- too much paper
10. Collective bargaining vs. Collegial approach
11. Part-time Instructors' Needs
12. Low Tax Rate vs. Increased Demands

A chancellor's responsibility to the public interest must be weighed against the basic human desires for a sense of security and welfare, a sense of fair treatment, and a sense of achievement.

A sense of vision about the community college potential sometimes seems obscured in the day-to-day routine. Many of the activities of our 5000 employees may not seem related to the teaching-learning process. The effectiveness of the team effort becomes apparent when we look at the entire structure and realize the amount of effort expended and the teamwork it takes to keep this district operating. The Board of Trustees and staff have worked through 80 board meetings involving difficult decisions this college year. The vision is kept alive and the effort seems worthwhile when we attend graduation and completion ceremonies and realize again that 80% of the population is depending on the community colleges to provide them with quality education.

Our unwarranted optimism about the future was seriously affected by the legislature's imposition of a state funding limitation on the community colleges, but we have tried to deal with it in a creative and constructive way. We went to the public in a series of seven public hearings to find out how they felt about our programs, our fees, and our priorities. That report is having an impact across the state and nation.

A year ago, we reported on several major goals for this district and listed some of the steps we should take during the year to accomplish them. In this report, I have tried to indicate the things we said we would try to do this year and what we actually did. There has been no attempt at a "cosmetic" approach or at hiding the areas where our accomplishments were not as great as we hoped. Instead, in this report we have attempted to present a verbal picture of the district, blemishes and all, over the last year.

We cannot help but be optimistic when we examine our figures for the past two years and see the efforts of our staff. We have increased our FTE student population by more than one-third while increasing our staff by less than one-fourth. In spite of this increase, we were able to effect a four-cent reduction in the local property tax rate.

COMPARISON OF ADA AND STAFF
1974 and 1976

Category	Spring 1974	Spring 1976	% Increase	% Workload Incr.
ADA	25,822	34,961	35%	
Administrators	63	72	14%	
ADA per administrator	409	485		19%
College teachers - FTE	629	746	18%	
ADA per FTE college teacher	41	46		12%
Adult teachers - FTE	357	463	30%	
ADA per FTE adult teacher	72	75		4%
Classified (not incl. hourly)	455	557	22%	
ADA per classified employee	56	62		11%
Total employees (FTE basis)	1504	1838	22%	
ADA per total employees	17	19		11%

LAST YEAR'S GOALS AND PROGRESS MADE

Stabilize and Improve the Environment for Teaching and Learning

Goal 1: Continue Educational Master Planning to determine how the district can best serve the community with instructional programs and build a curriculum blueprint for action for the future.

Progress: *A seven-part Educational Master Plan has been developed after months of effort by hundreds of our staff and citizens. Part I, Needs Assessment, and Part II, Population, Education, and Employment Trends, have been completed and adopted by the Board of Trustees. Part III, Philosophy, Mission Statement, Goals and Objectives, is completed and under review now by the campuses, the Board, and the public. Part IV, Internal and External Relationships, and Part V, Delivery System and Organizational Structure, are in the process of review. Part VI, Implementation Plans, is in the process of development. Part VII, Facilities Master Plan, is completed and will be reviewed for progress this fall. Part VIII, Modes of Inquiry and Campus and Center Plans, are in process and will be well under way in the 1976-77 college year.*

Goal 2: Continue Master Planning efforts that concentrate on "Modes of Inquiry" and time/space studies that relate to the teaching/learning process.

Progress: *Foundation work has been done and we are now in the process of putting up some of the walls in a unique venture called "Modes of Inquiry." In a significant departure we are going to the people "on the line," in the classrooms and offices for their suggestions and creative ideas on ways to improve the teaching-learning process.*

Goal 3: Coordinate our learning resources and instructional materials into a unified districtwide effort.

Progress: *In the fall of 1975, a full-time coordinator was hired to consolidate learning resources and instructional materials into a District Media Center to service the entire district.*

Goal 4: Improve the registration process. The aim should be to develop the process so that a student might register for a class much as one might reserve a seat for a commercial airline flight from many dispersed locations.

Progress: *1) While we have not yet reached the sophistication of airline registration, over 190,000 individual registrations have been processed in all of our units during the last year, with more efficiency than ever before. Registration procedures have been analyzed and refined.*
2) A tremendous step forward has been made by unifying the numbering and titling systems of all college and adult courses.

Stabilize and Improve the Environment for Teaching and Learning (continued)

Goal 5: Clarify the roles and functions of the guidance and counseling staff.

Progress: *Responsibility for coordinating all student personnel services has now been assigned to a district Director of Student Services. Our capability to serve more students has been increased by the use of peer counselors and full-time counselors in Career Centers.*

Goal 6: Continue to expand the athletic programs for women.

Progress: *1) An additional $20,000 was allocated in the 1975-76 budget to outfit teams, purchase safety equipment, and hire part-time coaching staff.*
2) Regulations are currently being rewritten to comply with Title IX requirements.

Goal 7: Continue to develop student activity programs in areas such as forensics, intramural activities, etc.

Progress: *Not much progress has been made in this area this year.*

Goal 8: Continue to expand the job placement and follow-up programs.

Progress: *1) Placements have increased about 50 percent over the previous year.*
2) Job placement and follow-up have been separated from Student Financial Aid services and established as a separate function.

Goal 9: Continue to expand the special programs aimed at serving the handicapped.

Progress: *The district has been able to serve about 50 percent more handicapped students than last year through increases in personnel, the addition of a Handicapped Student Services Center and a Learning Disabilities Program to serve the neurologically impaired, and the purchase of two specially-equipped vans to transport students.*

Systematize Our Management Efforts

Goal 1: Much more districtwide effort must be devoted to the teaching and learning side of the endeavor as soon as the necessary management groundwork is well on the way.

Progress: *1) A number of functions in the district headquarters were consolidated into an office of Assistant Chancellor for Instructional and Student Services.*
2) The Stadium Plaza operation has undergone additional reorganization resulting in a savings of $100,000 per year in administrative overhead.

Systematize Our Management Efforts (continued)

Goal 2: It is vital that staff identify exemplary internal and external practices, procedures, and materials. The district must provide the means of integrating validated exemplary practices into our system procedures and standard practice. Establishment of a vigorous "Academy for Improvement" may assist in this effort.

Progress: Progress on the Academy for Improvement has not been significant. However, much staff work is under way in this area.

Goal 3: Some of our processes and proposals still are not subjected to established "hard-headed" analysis procedures. It is essential that the district establish the capability to ask the "what if" questions.

Progress: The Office of Planning and Evaluation Services has developed an institutional research capability to answer the "what if" questions. Studies have been completed in the areas of data processing and information systems, student registration and records, and security needs.

Goal 4: It is vital that a master plan be developed for the use of computers in the management, as well as instructional, processes of the district.

Progress: A Master Plan for Computers has been adopted. A study on hardware is under way to determine whether to buy, lease, or share. It is anticipated that new equipment will be integrated into the instructional program and management processes during the 1976-77 college year.

Goal 5: An improved procedure should be established for policy review, revision, and implementation.

Progress: All policies and procedures are now being reviewed and revised, and several new sections have already been adopted.

Goal 6: It is vital that we secure implementation of AB 27 (1974), which changes the Education Code to permit community college districts to initiate and carry on any educational program not in conflict with law, thus allowing districts a modest amount of local control.

Progress: Our legal counsel is involved in the work of the Assembly Advisory Committee to rewrite the Education Code, in accordance with AB 27, the permissive code.

Goal 7: Full-time legal counsel services are required for a district of this size and complexity.

Progress: The services of two attorneys from the County Counsel's staff now provide us with the equivalent of a full-time counsel's services.

Systematize Our Management Efforts (continued)

Goal 8: Continued efforts must be exerted toward allowing a free flow of students among the various community college districts of the County.

Progress: The Interdistrict Attendance Agreements continue to operate, but not much progress has been made on the "free flow" notion.

Stretch the Dollars

Goal 1: Develop a more systematized way of reporting our districtwide efforts in dollar-stretching activities.

Progress: Each College/Center is submitting dollar-stretching reports semi-annually. Dollar-stretching activities have resulted in actual dollar savings of over $600,000, in addition to many areas of savings that could not be translated into exact dollar figures.

Goal 2: Develop a systematized method of recognizing staff members throughout the district who are stretching the dollars and have ideas in that area.

Progress: Little progress has been made on this goal.

Goal 3: Develop a more vigorous effort to devise methods for reducing construction costs.

Progress: Construction costs have been cut by a new change-order policy, use of the same plans for Child Development Centers at Mesa and City Colleges saving $4,000, and the establishment of an Equipment Standards Committee to set standards for furniture and equipment. Research is under way on Construction Management and Fast-track techniques for further savings.

Goal 4: Improve our present program-budget system so data can be easily and quickly translated into management information for decision making.

Progress: Conversion to program-budgeting is continuing. It is now anticipated that the move to a program budget will be well under way in the 1976-77 college year.

Goal 5: Refine present cost effectiveness studies and more widely involve the staff of the district in them.

Progress: Cost effectiveness studies and job standards have been developed at various locations and are continuing. In-service training programs have been provided for staff on creative and effective budget management, and the staff is continually urged to be aware of cost-cutting methods.

Search for New Sources of Revenue

Goal 1: More effort must be concentrated in the special projects area. We have just scratched the surface in securing such special funding, particularly from the federal government. On the other hand, we must guard that the special projects be closely aligned with the goals and functions of the district.

Progress: *A new Special Projects office was established, and since October 1, 55 applications have been submitted and seven have been funded.*

1975-76 - $237,000 received in new special funding
1976-77 - $11,472,288 total applied for

Goal 2: We must work closely with City and County governments on use of revenue sharing funds and in providing educational services that may be required by local government units. Establishment of a Community College Government Service Training Center may be one notion requiring exploration.

Progress: *An Urban Academy has been established in cooperation with San Diego State University and the County of San Diego in the area of government service training. Contact has been established with local agencies for revenue-sharing funds.*

Goal 3: Additional foundation funds might be secured to begin an Academy for Community College Improvement and also possibly to build the second phase of the Educational Cultural Complex.

Progress: *Funds have not been secured for either of these projects as yet, even though four applications and proposals have been submitted to various foundations.*

Goal 4: Establishment of a San Diego Community College District Foundation should be considered. We are doing little in the area of wills and bequests. It is important to establish a mechanism for soliciting and receiving funds from individuals who would like to assist the community colleges.

Progress: *A district foundation was formed, as well as one for Mesa College and one for the Educational Cultural Complex.*

Goal 5: Additional analytical work must be accomplished on our student records to insure that we receive all state ADA funds for which we are eligible. In particular, we must automate adult student enrollment accounting in order to secure "regular student" rather than "defined adult" funding where applicable.

Progress: *Approximately $125,000 in additional state apportionment has been realized from efforts to identify students carrying ten or more hours. New computer capability will help to identify more of these students.*

Search for New Sources of Revenue (continued)

Goal 6: Additional work must be accomplished at state level to insure that we secure funding for educational programs allocated by the Board of Governors and other state agencies.

Progress: Efforts are being made to secure designation of Miramar and ECC as new campus programs. Additional student aid, vocational, handicapped and construction funds have been obtained. This amounts to over $500,000 for 1975-76.

Goal 7: A great deal of legislative work is also required, particularly to eliminate the "defined adult" category of student funding.

Progress: Strong support is being given to the Board of Governors' legislative program which includes the elimination of the "defined adult" category.

Staff Relationships

Goal 1: Personnel policies and procedures must be updated and improved. Establishment of an office of staff relations to serve as an ombudsman for employees having difficulty with the system should be considered.

Progress: A staff relations office has been established, and a district ombudsman appointed. Personnel policies are under review.

Goal 2: A "talent bank" must be established to identify the talents of district staff so that when promotional opportunities arise we first examine the qualifications of our own personnel for the position.

Progress: Little progress has been made in this area.

Goal 3: "Career ladders" must be installed to help our own staff gain opportunity and experience.

Progress: "Career ladder" positions are being developed. The next step is to develop a complete "career ladder" program.

Goal 4: Recruitment efforts for new positions must be reviewed to be sure we are securing the most able and representative applicants.

Progress: The District's recruitment efforts have been updated and revised. However, much more remains to be accomplished.

Goal 5: Additional in-service training will be required for our administrators so they can work more effectively in the staff development area. The staff development program must be developed carefully and implemented across the district.

Progress: Four in-service training sessions in staff development have been conducted for over 100 employees. This program is continuing and will be expanded.

Staff Relationships (continued)

Goal 6: The entire personnel evaluation program must be translated into a "coaching" rather than a "check list" model. Continued efforts must be exerted to analyze our full and part-time employment to assure continued progress in our Affirmative Action program.

Progress: *Improvements in the evaluation of personnel are part of our ongoing staff development program. However, much work remains in this area. Affirmative Action efforts are reflected in the hiring of 61 minorities, 34 Anglo males and 34 Anglo females between January and September, 1975.*

Seeking More Effective Communication

Goal 1: Probably one of the most serious problems in the district is how to effectively communicate from district headquarters yet not weaken the authority or accountability of the college presidents or center directors. Much additional effort must be exerted to systematize the communication process and provide for more two-way communication.

Progress:
1) Two-way communication has been provided with staff through the "Communicator" which reports on Board meetings and administrative information to the staff and provides a source for follow-up information.
2) Twenty-five hundred additional newsletters are being distributed to staff and community in response to requests.
3) The Chancellor's "Hotline" has been developed to particularly communicate with middle-management.
4) Efforts to coordinate information from the campuses with the district have been encouraged through establishment of an editorial board with representatives of each college and center.
5) Twenty-four District Executive Council meetings have been held over the year as well as 12 Steering Committee sessions.

Goal 2: Additional work is required to secure the understanding and support of the community. We must systematize our community effort. Follow-up of our needs-assessment program is vital.

Progress:
1) A series of seven public hearings were held to get feedback from the community regarding our adult education programs. Eight hundred copies of the report on these hearings have been sent to legislators, educators, and members of the community with excellent response.
2) Twenty-nine citizens have attended once-a-month Chancellor-Community Leaders Luncheons which were established to provide two-way communication with the community, and to familiarize them with the district and its programs.
3) District events are coordinated into a monthly calendar for the media so that the public may be informed of our activities.

Seeking More Effective Communication (continued)

Goal 3: Additional effort must be exerted to improve the district's visual communication, including signs on the campuses.

Progress: *1) The district's visual communication has been improved by placing signs on campuses and centers.*
2) More efficient means of proviaing graphic and photo service has been developed.

Goal 4: Efforts are under way to produce catalogs and class schedules that will be student oriented and easier to use.

Progress: *We are continuing efforts to simplify our catalogs and class schedules. A unified summer class schedule will be used again this year.*

Goal 5: A more effective communications program must be developed for the employee ---- from the employment process through retirement.

Progress: *An employee communications program has been developed in cooperation with the Personnel Department and the Staff Relations office.*

Goal 6: Efforts must be continued to improve relations with the Navy and Marines. The Navy Campus for Achievement, in particular, requires much developmental work.

Progress: *The Navy Campus for Achievement has been expanded and consolidated under Evening College. A special evaluator has been hired to expedite enrollment. The Chancellor continues to serve on the National Navy Educators Action Council, and much effort has been expended to preserve the PREP program.*

Secure the Support of the Community

Goal 1: Membership on the Advisory committees should be reviewed to assure that we have the broadest possible community representation.

Progress: *1) A directory of councils and committees has been prepared as a beginning step in this process.*
2) Several lists of community groups have been developed. Such groups as the Urban League and Taxpayers Association, have been placed on a list to receive docket material, reports, etc.
3) The district has taken out membership in the Chamber of Commerce and Central City Association.

Secure the Support of the Community (continued)

Goal 2: More information on the district and its instructional programs must be provided for members of the advisory committees so that they will be more knowledgeable about the district and serve as reference points.

Progress: *1) The District Newsletter is being sent to every committee member monthly so that they receive current information about the district even if their committees do not meet monthly, or they were unable to attend.*
2) Efforts have been made to identify district employees' contacts with community groups to facilitate communication with the groups.

Goal 3: "Know your college district" sessions might be held with community leaders.

Progress: *The response to our Community Leaders luncheons as described in the previous section, has been good.*

Goal 4: Better coordination is required in conducting the districtwide community services effort.

Progress: *Community services efforts have been coordinated under the Assistant Chancellor for Instructional Services.*

Goal 5: Changes must be sought in legislation that makes it difficult to be a truly "community-based" community college system.

Progress: *Previous reference has been made to some changes which are under way, and –*
1) A special effort has been the establishment of the California Community College Urban District Association to develop a unified approach to legislative action with the other three large urban districts in the state - Los Angeles, Peralta, and San Francisco.
2) 800 copies of our Public Hearing report have been distributed.
3) Key members of our staff participated in the hearing of the Montoya Committee which was held in our facility.
4) The Chancellor and Board have met with national and state legislators on a face-to-face basis to discuss legislation that affects the district.

Solidify Our "Within Reach" Philosophy

Goal 1: It is fundamental that we continually analyze the congruence between what we say (i.e., our philosophy and goals) with what we do (i.e., our budget and activities).

Progress: *The section of the Master Plan that deals with goals and objectives has been developed and is being reviewed by the Board, as is the section on the educational delivery system.*

Solidify Our "Within Reach" Philosophy (continued)

Goal 2: It also is important that all staff demonstrate the "T.L.C." slogan. We must consistently seek the best in our staff and our students. Our policies and administrative procedures should constantly be aimed toward the end of helping each individual realize his or her full potential.

Progress: *This concept has been carefully incorporated into the goals and philosophies of the district. Of course, this spirit is exemplified in the daily work of the staff.*

Goal 3: It is vital that we continue to take our programs to the community. We must be a "community-based" community college system.

Progress: *1) The public hearings on adult education were one way of taking programs to the community to determine whether courses were meeting the community's needs, and how to keep them financially within reach.*
2) All television instructional programming has been combined into the College of the Air to develop more systematic outreach to the community.
3) A secretary has been assigned to the Greater San Diego Industry-Education Council to provide a central source for community referrals, strengthening our liaison with business and industry.
4) Much effort has been expended to provide facilities and programs for adult centers, i.e., ECC, Centre City (Snyder site), trailers for North Shores and Kearny.

Goal 4: It is essential that we translate our adult schools into true community college centers, under the leadership of the adult principals, offering credit and non-credit programs.

Progress: *The names of the Adult schools have been changed to centers, and the designation of principals to directors for this purpose. Credit and non-credit programs have been expanded at Miramar College and will expand at ECC. The entire adult education program is undergoing review as a result of the cap and the proposed reorganization plans.*

Goal 5: We must establish a more systematized way of assessing manpower needs and meeting those needs through our vocational training programs.

Progress: *An analysis of local employment opportunities in 80 occupational fields has been conducted by the Vocational Education Department, comparing the number of job openings per year and the number being trained, to determine whether our programs are meeting the needs of San Diego employers.*

Goal 6: We must broaden the base of our advisory committees and consistently review our vocational programs to determine whether they are meeting the needs of employers. In this regard, we must emphasize a more vigorous placement and follow-up program.

Progress: *Progress in placement and follow-up and review of vocational programs has been reported in previous sections.*

Facilities

Goal 1: Much effort must be maintained to encourage state government to keep its commitment for financing of community college district construction programs. The district has a good long-range master plan but without state financial help it will be impossible to fulfill.

Progress: A $150 million bond issue is on the June ballot for community college construction.

Goal 2: Additional work is required to help the state Office of Finance revise district enrollment projections. Our construction program is based upon these projections and the present state long-range projections appear much too low for our district.

Progress: Work is now under way with the state Department of Finance on a new method of enrollment projections that will help our construction program.

Goal 3: Effort must be exerted to obtain exemption of community colleges from Field Act construction requirements. Community college construction requirements should be no more and no less rigid than those for the University of California and the state college system in this regard.

Progress: All of our off-campus buildings have been exempted from the Field Act requirements as a result of our efforts, and trailers may be used for three years.

Goal 4: We must continue our work with the San Diego Unified School District and the city in developing joint use of park and recreational facilities.

Progress: A detailed agreement with the Unified District for the mutual use of facilities at a favorable rate has just been concluded. The city put up $75,000 to help build tennis courts (now completed) at Miramar, and work is under way with the city to build a City College baseball field at Morley Field. The library at ECC was built with city funds.

Goal 5: Completion of new facilities:

Progress: At City College, the new Math/Science building is completed and will be utilized soon; the new dining facility is near completion, and two elevators are under construction as part of the program to remove architectural barriers. Extensive landscaping is under way to develop a "corridor to Balboa Park." Snyder Continuation High School has been purchased from City Schools for use by the college and Centre City Adult Center.

At Mesa College, a new swimming pool is completed, and an addition to the Music Building and a new Student Personnel Administration and Science building are under construction.

The Educational Cultural Complex building, a unique joint venture with city, state, federal, and district funding, is nearing completion and will be on line in the coming months. Land has been acquired for the use of Bell Campus.

Facilities (continued)

A post office building has been leased for North Shores Adult Center for vocational education.

At Miramar, a Child Development Center and new tennis courts have been dedicated, and a relocatable building has been added containing six classrooms.

Twelve trailer facilities have been added at various locations, providing both classroom and administrative space.

GOALS FOR 1976-1977

THE TEACHING-LEARNING PROCESS

1. It is vital that the district move with vigor toward a "performance oriented" instructional program to fulfill the needs of our students by
   ..providing more open-entry open-exit instructional programs.
   ..providing more districtwide instructional materials that encourage students to move as far as they can as fast as they can.
   ..awarding the adult high school diploma based on competency standards.
2. It is important to identify, validate, and disseminate exemplary instructional practices.
3. Ways must be found to eliminate barriers of time, geography, and financial considerations for students. It is vital that the district maintain an open door rather than a revolving door.
4. Special effort must be expended to establish systematic evaluation procedures for instructional programs, i.e., follow-up studies, program audits, and examination of grading practices.
5. There is a need to establish a strong coordinated developmental education program across the district.

SUPPORT OF THE TEACHING-LEARNING PROCESS

1. Establishment of a well designed computer system is fundamental to the entire district operation, for such purposes as student records, registration, grading, and administrative services.
2. All teachers, whether full-time or part-time, whether day or evening, whether credit or non-credit, should be assured equal access to libraries, instructional materials, and parking space.

IMPROVING INTERNAL RELATIONSHIPS

1. It is important that we develop a program to help create accurate empathy for each person and function in the district. Administrators could teach in the classroom, teachers administrate, registrars register for classes, etc.
2. After the amount of effort and change that has been necessary to organize the San Diego Community College District over the past several years, it is important that this year we take time to consolidate our gains and devote our attention to improving and developing what we have accomplished.
3. The completion of the Educational Master Plan will establish an effective base for further work on developing campus/center plans. Adopting and implementing the most effective delivery system for the district is needed to help clarify many internal relationships.
4. One of the biggest challenges in the coming year will be the implementation of SB 160, the Collective Bargaining legislation. The administration will be working in good faith with employee organizations to make a collective bargaining environment work to the best advantage of the teaching-learning process.
5. We must look for positive ways of evaluation and updating employee relations, including the recruiting and screening of potential employees, improving staff information programs, and continuing implementation of affirmative action, in-service training, effective communications, "career ladders" and a "talent bank".

FINANCING THE TEACHING-LEARNING PROCESS

1. Hard decisions need to be made regarding adult education course fees.
2. The search for more creative ways to "stretch dollars" needs to be continued.
3. There is still a need for legislation to remove the growth cap and eliminate the "defined adult" category.
4. Efforts of the Special Projects office need to be continued to secure additional funding.
5. Implementation of the Five-Year Capital Construction plan must continue and we hope for funds from the passage of the state construction bond issue in June.
6. Cooperation with other agencies in the area of revenue-sharing is still needed.

IMPROVING OUR EXTERNAL RELATIONSHIPS

1. The confidence of the community that we can provide the best possible education for the citizens must be developed and they must be kept informed of the problems we face and the progress we are making in collective bargaining, Master Plan efforts, the bond issue in June, and funding problems including the cap on enrollment.
2. To better serve students and their parents, we must continue to remove barriers by improving our catalogs and other printed materials for students, counselors, and high school teachers.
3. In the area of Community Services, this is the year for us to take a hard look for new priorities and directions at providing services that are an extension of the curriculum rather than just entertainment.

4. It is necessary to continue the evaluation of our advisory committees to insure that they represent the vocational and academic needs of both the students and the community in the broadest manner possible.

5. Our needs assessment has identified a positive but limited understanding of the district in the community. We will try to broaden our community relations in the coming year to familiarize the community with the full scope and extent of the district and its programs, by maintaining a relationship with community leaders, committing more dollars for improving our graphics and sending more newsletters, and looking for more opportunities to tell the community college story through brochures, slide presentations, and speakers to community groups.

APPENDIX A: Reports Presented to Board of Trustees April 1975 - April 1976

1. First Annual Report of the Chancellor
2. Report on District Placement Services
3. Report on Supreme Court decision on Student Discipline and the Liability of Board Members
4. Report #1 on Communitywide Needs Assessment
*5. Report on Courses and Programs for Women (including Physical Education)
*6. Progress Report on Educational Cultural Complex
7. Report on Midway Adult School
8. Financial Report, End of Third Quarter Fiscal Year 1974-75
9. Status Report on Insurance Claims
*10. Report on Impact of Vietnamese refugees
*11. Report on Associated Student Fund Controls
*12. Report on Bond Measure Costs, etc.
*13. Report on Zoning and Price on Bell site.
*14. Report on Use and Programs planned for Trailers at Miramar in September 1975
*15. Status Report on Effect of AB 27 on Community Colleges
*16. Report on cooperation with other Governmental Agencies on Regional Occupation Programs.
17. Report on the Work-Experience Program
18. Report on Adult Career Guidance Service and Regional Occupational Programs, administered by Adult and Continuing Education
19. Report on Spring Enrollment
*20. Report on CETA Employees
21. Management Studies Phase I Report, Proposed Administrative Organizational Shifts.
22. Report on Program Offerings in Music, Art and Drama, and Student Interest Trends
23. Report on Staff "Meet and Confer" Requests
*24. Report on Exchange Teaching Program
*25. Progress Report on Dental Auxiliary Program
*26. Progress Report on County and HEW Cooperative Education and Training Program for Government and County Personnel
*27. Report on Out-of-District Travel Policy
*28. Report on Proposed Student Health Fees at City College.
*29. Report on Policy on Selection and Approval of College Courses
30. Status Report on Insurance Claims
31. Progress Report on the Study Committee for Data Processing and Information Systems
32. Report on Augmentation Funds received on Dining Facility, City College
33. Five-Year Capital Construction Plan for the District 1977-81
*34. Report on Use of UFW Lettuce at Mesa College Cafeteria
*35. Report on Policy on Mandating Student Fees
*36. Report on Feasibility Study for Mesa Student Union Building
*37. Report on District Maintenance Services to College Campuses
*38. Report on Policy Governing New Courses and Catalog Changes
39. Report on Follow-up Study on Adult School Graduates, 1975
*40. Report on Bicentennial Activities
*41. Report on Student Services Organization Activities and Budgets
*42. Progress Report on Management Studies and Educational Master Plan Projects
*43. Report on Program and Costs of Adult Education at Convalescent Centers and Nursing Homes
*44. Report on New Policy on Construction Change Orders
*45. Report on Student Enrollment Cap
46. Report on Hiring Procedures for Classified and Certificated Employees
47. Comparison of Adult and Continuing Education Offerings for 1974 and 1975 Fall Semesters.
48. Report on Fall 1975 Registration and Proposed Changes
49. Report on Student Services Organizations and Activities

* Reports requested by the Board , individual members, or Chancellor.

50. Report on COMBASE, A Cooperative for the Advancement of Community-based Community College Education
51. Report on Travel for District Business and Conference Attendance 1974-75
52. Report on Programs for the Vietnamese
53. Final Report on Districtwide Needs Assessment
*54. Report on District Use of TV in Classrooms, Production Areas, etc.
*55. Report on District Foundations
*56. Report on 1976 District Legislative Program and Priorities
*57. Report on Dental Hygiene Program
*58. Report on the Development of Board Dockets
*59. Report on AB 1821, Montoya Bill
60. Report on Apprenticeship Programs
61. Final Report on Metal Trades Cluster Training Program conducted under contract with South Bay Trade Schools, Inc.
62. Progress Report on Development of the Educational Master Plan and Conduct of Management Studies
*63. Report on Student Services Organizations and Activities
64. Report of the Study Committee for Data Processing and Information Systems
*65. Report on Board Policies Re Student Fees (Adult Education) and Credit or Non-Credit Classes (Adult Ed)
*66. Status Report on District Legislative Program and Priorities and Proposed 1976
*67. Report on AB 1821, Montoya Bill
68. Financial Report First Quarter 1975-76
69. Report on Evening College
70. Report on Special Projects
71. Status Report on Insurance Claims
72. Report on District Curriculum Development Procedures
*73. Report on Lease-Purchase Equipment
*74. Report on Joint Computer Usage
*75. Report on Baccalaureate Degree Offering by Evening College
*76. Report on New High School Completion Testing Program under SB 1112
*77. Report on Morley Field Development for use by City College
*78. Report on Office Space for Women Faculty Members at City College
*79. Report on Memorial Adult School Facilities, Restrooms, Landscaping, etc.
*80. Report on Bilingual/Bicultural Courses, Evening College
*81. Report on Administrative Salary Study by Griffenhagen-Kroeger Consultants
*82. Report on Revised Board Policies for Board Organizational Meeting
*83. Report on Development of Board Docket
*84. Report on Proposal for Implementation of AB 1821
*85. Report on Administrative Procedure to Identify Career Ladder Positions
*86. Report on District Foundations - District, Mesa, ECC
*87. Report on Skills Center Move to Snyder
*88. Report on Acquisition of Bungalows from Unified District
*89. Report on Financial Status of District as Result of Cap
*90. Report on CETA Employees
*91. Report on Board of Governors' Legislative Program
*92. Report on Dental Hygiene Program
*93. Report on District's Maintenance Program
*94. Report on Adult Education Program and Fees
*95. Status Report on Morley Field
*96. 1974-75 Auditor's Report
*97. Report on Development of Budget Calendar
98. Report on Overall District Enrollment
99. Report on ECC Enrollment Projections, Programs, and Construction Projects
100. Report on Staff Development Program for Classified Employees
101. Status Report on Cosmetology Program at City College
102. Report on SB 160, Collective Bargaining

103. Report on Adult Centers Course Offerings and Requirements for Additional Teaching Funds
104. Progress Report on Data Systems
105. Report on Construction Projects at City College
106. Report of the Chancellor's Recommendations on Administrative Job Classification and Salary Study
107. Fiscal Report on Adult Education
108. Annual Report on Affirmative Action
109. Report on District Media Services
110. Report on First Period Attendance
111. Financial Report Second Quarter 1975-76
*112. Report on Adult Education Policies and Guidelines
*113. Report on Legislation Governing Adult Education
*114. Report on Special Projects and Applications for Funds
*115. Report on Analysis of AB 1821
*116. Report on Southeast San Diego Site for Physical Education Center
*117. Report on CETA Employees
*118. Report on Lease-Purchase of Equipment
*119. Report on Policy Governing Student Fees
*120. Report on Adult Education Cuts and Curtailment of Teaching Hours
*121. Report on ECC Facilities and Additional Funding
*122. Report on Out-of-District Travel
123. Report on Procedure to be used by Peat, Marwick, and Mitchell in Developing 1975-76 Audit Report
124. Report on ECC (Curriculum, Personnel, and Facilities with analysis of Budget Implications)
125. Report on Personnel Policies

ANALYSIS OF CHANCELLOR TIME ALLOCATION

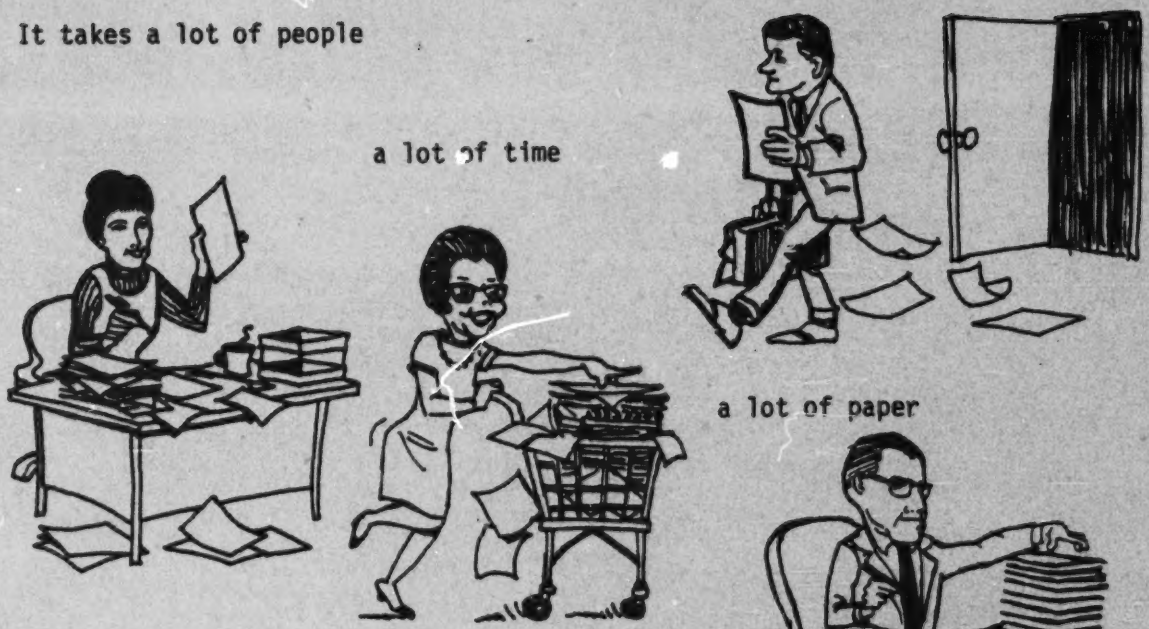
Name Dale Parnell Title Chancellor Date April 13, 1976

MOST IMPORTANT FUNCTIONS	April 1975 Time % Allocation "What Was"	Priority % Value "What Ought To Be"	April 1976 Time % Allocation "What Is"
I. Board of Trustees			
A. Professional advisor to Board in formulation and amendment of District policies and procedures	15	15	15
B. Executor and monitor of policies adopted by the Board	10	15	10
C. Secretary function - Management of Board affairs. Preparation for Board meetings and follow-up after meetings	25	15	30
II. Manage personnel affairs of District	10	5	10
III. Manage instructional affairs of District	5	5	5
IV. Manage business affairs of District	15	5	10
V. Involvement in relationships with community, i.e. advisory groups, speeches, community leaders	10	25	10
VI. Legislative activities, i.e. federal, state, county, city, association	10	15	10

DP:rkb:fr

It takes a lot of people

a lot of time



a lot of paper

a lot of reading

typing

a lot of meetings

UNIVERSITY OF CALIF.
LOS ANGELES
MAY 13 1977
CLEARINGHOUSE FOR
JUNIOR COLLEGES

for the San Diego Community College District to provide education

for a lot of students